

# **U.S. Department of Justice Human Capital**

## **EXECUTIVE SUMMARY: GETTING TO GREEN**

September 2005

### **HC Goal I: Strategic Alignment**

**Summary:** Agency human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.

**Green Standard for Success:** Implemented a comprehensive Human Capital Plan that is fully integrated with the agency's overall strategic plan, analyzes the results relative to the plan, and uses them in decision-making to drive continuous improvement.

### **Key Objectives and Accomplishments**

- **Completed the Department's Human Capital Strategic Plan and provided quarterly progress reports to OPM and OMB.**

In September 2002, DOJ completed its first comprehensive Department-wide Human Capital (HC) strategic plan. To accomplish the four goals of the original plan, DOJ created an implementation plan in March 2003, listing 25 specific objectives to achieve HC plan goals. In June 2003, DOJ prepared and submitted to OPM and OMB a HC project tracking report that provided key milestones and target dates associated with the strategies and goals outlined in the implementation plan.

Since March 2003, DOJ has provided its HC plan accomplishments with supporting documentation to OPM and OMB on a quarterly basis. The status reports and meetings with OPM and OMB, and DOJ's many internal HC-related meetings and communications, facilitate HC decision-making and drive continuous improvement. In June 2003, DOJ's progress rating on the HC scorecard was elevated from yellow to green for completing its planned deliverables, and for submitting the project tracking report. In September 2004, DOJ's status rating improved from red to yellow based on achievements toward each of the HC standards for success.

- **Completed new comprehensive HC Strategic Plan, incorporating analysis of previous HC plan results, and ensuring integration into decision-making process to drive continuous improvement. (2004 HC Plan Objective)**

In December 2004, DOJ completed its second HC Strategic Plan. The plan is organized to be consistent with OPM's HC Assessment and Accountability Framework (HCAAF) and includes all six HCAAF goals and eight HC green standards for success. A new HC Implementation Plan was completed and distributed in February 2005. It was shared with OPM and OMB in DOJ's 2<sup>nd</sup> Quarter FY 2005 Status Report. The Implementation Plan tracks the completion of all Proud-to-Be (PTB) on July 1, 2005 and July 1, 2006 key milestones along with other DOJ HC objectives. For PTB on July 1, 2006, DOJ developed 38 key milestones; OPM noted that DOJ's PTB approach was both comprehensive and aggressive.

- **Developed a workforce analysis and planning model, applied across DOJ, which provides consistent indicators and information for all DOJ components. (2002 HC Plan Objective)**

DOJ launched a Workforce Analysis and Planning Initiative in the 4<sup>th</sup> quarter of FY 2003. As part of this initiative, the project team conducted more than 160 interviews with senior leadership and strategic planners throughout the Department. The team then developed strategic and business area profiles for each component that included the component's mission and strategic environment, and linked the component's products and services to the DOJ Strategic Plan goals and objectives. A "DOJ Strategic Planning Goals and Workforce Results" table is included as an appendix to this report.

## **Tangible Impact on the Department**

- **Substantial completion of the 2002 Department HC Strategic Plan objectives.**

The Department is pleased to report that it has fully or substantially completed nearly all of its original HC objectives included in its 2002 HC Strategic Plan. Through the implementation of the HC plan, DOJ developed a workforce planning model, conducted a Department-wide skills gap analysis, developed and implemented new performance and awards policies, placed all of its managers and more than 60 percent of employees under cascading work plans, launched an online HR measures dashboard and SES candidate development program, and is implementing its new Justice Virtual University. As a result, the Department is moving forward with the President's Management Agenda. DOJ has positioned itself to develop and maintain a diverse and talented workforce capable of achieving the DOJ mission. The strategic use of Human Capital has become the way DOJ does business. The visible support by the Attorney General is helping to embed customer focused, results based metrics into the Department.

- **Linkage of DOJ workforce to overall Department Strategic Plan.**

For the first time, component business profiles tie the DOJ workforce (298 active job series) to the Department's Strategic Plan and provide the basis for long-range workforce

planning. DOJ is using information on component services and workforce drivers in the planning model to allow “what if” scenarios in developing five-year hiring plans for each component. These capabilities ensure that our workforce plans can be responsive to changing DOJ mission priorities and budget circumstances.

### **Next Actions: Performance Measures, Tasks & Due Dates**

- Evaluate strategic alignment success and adjust HC strategies as needed (Proud-to-Be on July 1, 2006 (PTB III) – 6/06)
- Continue to hold monthly HR Council meetings and convene special working groups to address HC policy issues. Examples of special working groups have included the SES Performance Management Group and the Law Enforcement Officer (LEO) Policy Group. (Ongoing)

## HC Goal II: Workforce Planning and Deployment

Summary: Agency is citizen-centered, delayed and mission focused, and leverages e-Government and competitive sourcing.

Green Standard for Success: Analyzed existing organizational structures from service and cost perspectives and is implementing a plan to optimize them using redeployment, restructuring, competitive sourcing, E-Gov solutions and layering, as necessary; and has process(es) in place to address future changes in business needs.

### Key Objectives and Accomplishments

- **Developed a workforce analysis and planning model, applied across DOJ, which provides consistent indicators and information for all Justice components. (2002 HC Plan Objective)**

In addition to creating the strategic profiles for each of DOJ's components, as noted above, DOJ's Workforce Analysis and Planning Initiative produced an automated workforce planning model. To oversee the development of the model and to ensure the model met DOJ needs, DOJ formed a multi-component project team that met with the contractor team on a regular basis throughout the course of the project. The model and initial workforce reports were delivered in September 2004. The new model is housed at the Personnel Staff in Justice Management Division (JMD) and is used to generate a wide variety of workforce reports including on-board employee counts, expected separations, five-year "to be" staffing targets, and hiring/workforce gaps.

- **Transitioned Alcohol Tobacco, Firearms, and Explosives (ATF) to DOJ and transitioned Immigration and Naturalization Service (INS) and other DOJ components to the Department of Homeland Security (DHS). (2002 HC Plan Objective)**

In November 2002, Congress passed, and the President signed, a bill creating the new Department of Homeland Security (DHS). The new law directed the transfer of the INS and other DOJ organizations (approximately 38,000 employees) to DHS and the transfer of ATF (approximately 5,000 employees) from the Department of the Treasury to DOJ. The transfer of ATF to DOJ was completed on January 24, 2003; the transfer of INS and other Department components or subcomponents was completed March 1, 2003, although DOJ continued to provide department-level support to INS through the end of FY 2003. To support these massive organizational realignments, the Personnel Staff in DOJ prepared and utilized matrices to successfully manage the transition process.

- **Restructured and reformed the Federal Bureau of Investigation (FBI) to meet new mission needs. (2002 HC Plan Objective)**

In fulfillment of the Attorney General's post-September 11<sup>th</sup> goals, DOJ launched efforts to restructure and reform the FBI. The FBI began a comprehensive re-engineering initiative in FY 2002 to meet the threat posed by terrorists, foreign intelligence agencies, and criminal enterprises. The Bureau shifted agents to augment counterterrorism and counterintelligence investigations, and restructured its organization to enhance the focus on cyber matters, security, records management, intelligence and law enforcement coordination. The FBI had thirty-eight initial projects, which fell into five major categories including "Building a Workforce for the Future". The FBI made considerable progress toward these initiatives and reported its accomplishments on a quarterly basis to OPM and OMB through DOJ.

- **Restructured the Office of Justice Programs (OJP). (2002 HC Plan Objective)**

OJP began an ambitious restructuring effort in October 2001, which included 12 initiatives. Through these initiatives, OJP established an Office of the Chief Information Officer and Office of Communication; transferred the Drug Court Program Office and the Corrections Program Office to the Bureau of Justice Assistance; transferred the Office of Domestic Preparedness to DHS; transferred the Office on Violence Against Women to the Office of the Associate Attorney General; created a Community Capacity Development Office; and restructured four of its bureaus.

- **Conducted a Voluntary Early Retirement Authority (VERA) program for Justice Management Division (JMD) and DOJ Components.**

In order to streamline administrative and support functions and to better focus its resources on mission-critical work, DOJ conducted a Voluntary Early Retirement Authority (VERA) program within JMD. JMD also oversaw the use of both VERA and Voluntary Separation Incentive Program (VSIP) in several DOJ components. The Civil Rights Division (CRT) and the Executive Office for United States Attorneys (EOUSA), in particular were able to utilize these programs with great success. For example, CRT made use of VERA beginning in FY 2005 to meet the mission-critical needs of the Department in furtherance of the War on Terrorism, which required the transfer of 10 percent of attorneys at Main Justice to the U.S. Attorneys' Offices (USAOs) nationwide. In order to comply with this initiative, CRT transferred 10 positions to the Department for realignment with the USAOs.

EOUSA made use of VERA and VSIP in furtherance of DOJ's strategic goal of closing skills gaps. This DOJ component restructured positions vacated by employees electing separation incentives. Then it required the positions to be filled by employees with computer-based skills and skills needed to conduct terrorism investigations and successfully bring such defendants to trial. The mission-critical skills sought by EOUSA in its new hires include the ability to trace complicated financial transactions and conduct document intensive fraud investigations.

- **Developed a framework for organizational restructuring, factoring in services and costs, and using workforce data; provided the framework to components; received action plans that included redeployment and layering as necessary and integrated competitive sourcing and e-Gov solutions. (2004 HC Plan Objective)**

In February 2005, DOJ launched a Department-wide initiative on organizational restructuring. The first phase of the project required DOJ's 18 largest components (covering more than 99 percent of DOJ employees) to collect data on their organizational structures including the number of organizational layers, supervisory ratios, mission-critical vs. support positions, and the number and types of employees affected by a changing mission, potential competitive sourcing and e-Gov initiatives. During the 3<sup>rd</sup> Quarter FY 2005, components developed restructuring plans based on their analyses of this data. The component restructuring plans included proposals to: 1) redeploy positions to meet changes in workforce needs and to ensure that the largest number of employees are in direct service delivery positions; 2) change organizational structures to better focus on mission activities; 3) reduce the numbers of organizational layers and supervisory employees, where appropriate; and 4) address the impact of competitive sourcing and e-Gov initiatives. Components included results already achieved (those completed during the past four years) as well as planned actions with milestones through FY 2007.

- **Implementing recommendations from the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction (WMD Commission).**

On June 29, 2005, the Attorney General communicated to DOJ employees the President's announcement of his plan to restructure DOJ, including the FBI. The reorganization would follow recommendations in the WMD Commission's report to strengthen the Department's efforts to combat terrorism and other threats to national security. Among the recommendations that the Department is currently implementing is the creation of a new National Security Division (NSD) within DOJ.

## **Tangible Impact on the Department**

- **Creation of a new workforce planning model is providing critical information needed to address future staffing needs.**

DOJ leadership and human resources officials are using the new workforce planning model to determine and proactively address upcoming attrition and improve recruitment and retention of employees in mission-critical occupations. DOJ is relying on the data to address skills gaps and to develop a talent pool of new leaders and mission-critical competencies. DOJ uses the workforce data as the foundation for comprehensive component succession plans that support HC strategic planning and key program and budget decisions. DOJ components also use of the model to assist in responding to changes in business needs, such as the increased focus on counterterrorism and cybercrime.

- **Organizational restructuring efforts throughout DOJ are making components more mission-centered and improving their ability to address changes in business needs.**

Through extensive restructuring efforts across DOJ's 18 largest components, including the FBI and OJP, the Department has moved to implement the President's plan to transform the structure of its organizations to better meet existing and developing mission requirements. The planned action will be implemented through 2007, and will further enhance our organizations' abilities to carry out critical counterterrorism and law enforcement responsibilities

### **Next Actions: Performance Measures, Tasks & Due Dates**

- Update the FY 2004 Department-wide workforce planning model with newly available data. (PTB III – 9/05)
- Ensure DOJ component progress toward organizational restructuring and facilitate sharing of best practices. (PTB III – 12/05)
- Hold meetings with internal stakeholders to review and evaluate selected Shared Service Centers in support of the Government-wide Human Resources Line of Business (HRLOB) initiatives. (PTB III – 12/05)
- Repeat the Department-wide skills gap analysis first administered in FY 2004. (PTB III – 3/06)
- Support Government-wide HR Line of Business initiatives. (Ongoing)

## HC Goal III: Leadership and Knowledge Management

Summary: Agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

Green Standard for Success: Succession strategies, including structured executive development programs, result in a leadership talent pool and agency meets its targets for closing leadership competency gaps.

### Key Objectives and Accomplishments

- **Established a comprehensive leadership development program to ensure that newly selected leaders are ready and able to assume their positions from the first day, as well as maintaining and enhancing their skills during their tenures. (2002 HC Plan Objective)**

DOJ has implemented a Senior Executive Service (SES) Candidate Development Program (CDP) to identify outstanding individuals with demonstrated executive potential, to prepare them for the assumption of executive duties, and to develop a broader pool from which to select future CDP candidates.

DOJ gathered facts, information and suggestions from managers, supervisors and the Senior Executive Association (SEA) to assist with developing its Program Plan for an SES CDP. DOJ submitted its SES CDP Program Plan to OPM in November 2003, and it was approved in January 2004. To ensure that DOJ attracted top quality candidates, the Leadership Effectiveness Group worked closely with components to develop a Technical Proficiency Rating Scale.

Of the 217 applications received, OPM determined that 117 were eligible for the program. DOJ trained three teams of current SES members to conduct the interview and selection process. DOJ's top 43 candidates attended a one-day Assessment Center and 37 candidates from this pool then entered the program. The DOJ program is already producing results; since the program launched in September 2004, seven DOJ SES CDP candidates have received OPM Qualifications Review Board (QRB) certification. Three candidates were selected for SES positions within DOJ and four of the seven have accepted positions at the following departments: Treasury, Veterans Affairs, Housing and Urban Development, and Health and Human Services. In addition, one candidate has been detailed to an SES position within DOJ. The remaining 30 members of the 2004/2005 SES CDP class are on schedule to complete all Program Plan requirements for QRB certification by March 31, 2006.

The ATF also implemented a component-based SES CDP program to provide leadership training opportunities for more than a dozen employees. The goal is to place these candidates in SES positions within the ATF.



- **Established a program whereby SES members, managers and supervisors are kept current in knowledge and skills. (2002 HC Plan Objective)**

Improving human capital requires leadership that invests in systematically identifying, assessing, selecting, and developing talent to ensure continuity for all key positions in an organization. DOJ continues to participate in the SES Forum Series Consortium, an external Department-wide executive development program with the Department of Labor (DOL). This collaborative effort provides convenient, cost-effective learning opportunities for top-level Government officials to strengthen their skills and knowledge in areas defined by OPM as Executive Core Qualifications (ECQs). As part of their training program, DOJ SES CDP candidates attended one or more of the forums. The forums covered topics such as leadership, management, and communication.

- **Expanded succession planning strategies to first line supervisors and managers, resulting in a stronger leadership pool; demonstrate that pending leadership job gaps are being effectively managed and addressed. (2004 HC Plan Objective)**

DOJ identified Justice Virtual University courses, cascading down from the SES executive competencies, to close leadership skills gaps for aspiring and current supervisors. Courses from Harvard Business School, NetG, and SkillSoft are crosswalked to basic leadership competencies and competencies for supervisors, managers, and executives. The Department conducted a series of five planning sessions to educate human resources officers and training managers about the courses available to close leadership gaps. The vendors for the various courses attended these sessions and made presentations on their course material. Then, component representatives prepared plans to close gaps by identifying appropriate training for their supervisors and managers. DOJ will use pre- and post-tests associated with each course to demonstrate that leadership and supervisory skill gaps are addressed through continuing training and education.

All DOJ SES performance work plans (PWP) contain three elements. One of the elements is Accountability for People/Workforce. The definition is: Addresses Human Capital management, employee performance, skill enhancement, training and knowledge management, hiring, family-friendly program, diversity, etc. To be rated as Outstanding, executives, among other standards, must have developed and implemented workforce strategies which resulted in achieving the organization's Human Capital initiatives where the strategies ultimately raise the standards, develop supporting policies and procedures, and ensure staff skills keep pace with new challenges and with professional and technological changes. Managers' PWPs cascade down from the SES PWPs. In JMD, all supervisors and managers have the same element, Accountability for People/Workforce. While only the fully successful level is defined, to be rated as successful, the manager must, among other standards, have prepared subordinates to assume positions with increasing degrees of responsibility, and must have identified workforce competencies and addressed skills gaps through the application of recruitment, hiring, training, and development strategies.

## **Tangible Impact on the Department**

- **The DOJ SES CDP contributes to DOJ's succession planning strategy and meets diversity and recruitment challenges.**

DOJ used a creative method of recruitment for the SES CDP to meet diversity and recruitment challenges by establishing five tracks: Legal, Administrative, Criminal Justice, Law Enforcement and Corrections. Candidates were then able to compete within their individual career tracks. DOJ's SES CDP is a multinational group, of whom 51 percent are women. Over 12 DOJ components have candidates in DOJ's SES CDP, which were selected from all career tracks with the exception of Corrections. As part of its succession planning strategy, DOJ polled components for projected SES vacancies within the next 5-7 years, and will continue the SES CDP to ensure a pool of well-trained future senior executives to fill these positions

- **DOJ has demonstrated a major commitment towards leadership training; JVU will save training costs while enhancing training delivery to DOJ employees.**

Use of JVU to deliver training for all employees beginning in September 2005, will more efficiently close leadership gaps and save million of dollars in training costs. For example, DOJ spent a total of \$10,570,000 on executive development in 2004, \$6,145,000 on management training, and \$7,133,000 on Supervisory training, for a total of \$23,848,000, 9 percent of DOJ's entire training budget. It projected to spend \$32,758,000 in FY 2005 and \$34,423,000 on FY 2006. Since DOJ is an agency that is focused on training law enforcement agents, this investment in leadership training is considerable. To date, the total cost of JVU has been \$1,108,000. The FY 2005 budget is \$1,700,000. The first phase of JVU is the FBI's Virtual Academy, located behind the FBI's firewall. It is fully deployed. To date, 29,838 courses were completed to close FBI skills gaps. The second phase of JVU has moved from the test to the production phase and as soon as departmental access testing is complete, in late September, the remainder of DOJ employees will begin taking classes to close skills gaps.

- **DOJ's largest component, the Bureau of Prisons, has demonstrated closing leadership skill gaps.**

BOP developed a Leadership Enhancement and Development Program (LEAD) to provide proactive leadership and supervisory training to ensure the development and continuity of its management. BOP recruits for entry-level Corrections Specialists, who aspire to positions as Wardens and Regional Directors. To attain these positions, BOP employees must demonstrate strong leadership skills. In 2005, BOP added 100 employees to the program, for a total of 350 employees participating in LEAD. At the start of the program, BOP utilizes 360-degree evaluations, training records, and work experience to tailor the program to meet participant developmental needs related to BOP's leadership competencies. The curriculum includes BOP-sponsored programs and national executive development programs, institution-based and self-directed activities, and a mentoring program. In 2005, 71 BOP employees, many of them Wardens and Associate Wardens, attended programs such as OPM's Strategic Leadership, Leading Culture Change and Strategic Leadership, and Building Performance Based Organizations, and the Aspen Institute's Justice and Society. Twenty-three participants have completed the program. Second 360-degree assessments of these participants indicate a significant increase in leadership competencies.

## **Next Actions: Performance Measures, Tasks & Due Dates**

- Obtain employee feedback through the Federal Human Capital Survey and incorporate relevant results into HC change and communication strategies. (PTB III – 9/05)
- Expand the entry and mid-level leadership talent pool by supervisor/manager enrollment in the Justice Virtual University (JVU) leadership courses, continued mentoring, and other programs. (PTB III – 9/05)
- Evaluate the closure of leadership competency gaps through JVU courses pre- and post-testing. (PTB III – 9/05)
- Implement methods to communicate Human Capital management change initiatives, strategies, and results, such as adding an HC results section to the DOJ website, and facilitating communication from senior leadership to reinforce the importance of HC management. (PTB III – 12/05)
- Transition to and utilize OPM’s Leadership Succession Model. (PTB III – 3/06)
- Evaluate the results of the first class of the DOJ SES Candidate Development Program (CDP). (PTB III – 3/06)
- Evaluate the closure of leadership competency gaps through comparative analysis of Department-wide skills survey 2004 and 2006 results, and SES CDP assessment. (PTB III – 6/06)
- Launch the second class of the SES CDP. (PTB III – 6/06)
- Develop an “experience database,” as part of JVU, to pass along knowledge of departing employees to those who will assume their responsibilities. (9/06)

## HC Goal IV: Results-Oriented Performance Culture

Summary: Agency has a diverse, results-oriented, high performance workforce, and has a performance management system that effectively differentiates between high and low performance, and links individual/team/unit performance to organizational goals and desired results.

First Green Standard for Success: Demonstrates that it has fair, credible, and transparent performance appraisal plans and awards programs for all SES and managers, and more than 60 percent of the workforce, that adhere to merit system principles (efficient, effective, and compliant); hold supervisors accountable for the performance management of subordinates as reflected in their performance plans and ratings; include employee involvement and feedback; and result in employee ratings that differentiate between various levels of performance and employees getting higher cash awards and/or recognition than those they outperform. The agency is working to include all agency employees under such systems.

### Key Objectives and Accomplishments

- **Reviewed performance management system for general schedule and prevailing rate employees and rewrote and reissued DOJ performance management order based upon findings. (2002 HC Plan Objective)**

DOJ reviewed and rewrote the DOJ human resources order on performance management for the general schedule and prevailing rate employees. The order has three guiding principles: 1) to ensure that organizational and performance expectations held by the Department's senior leaders are communicated efficiently and effectively at each level from the SES to the front-line workforce; 2) to integrate individual performance management with other critical performance measurement initiatives in the Department, including the performance and budget process; and 3) to create a performance management system that is simple, suitable for automation, consistent in terminology, yet flexible and appropriate to the variety of programs found across the Department.

The new order was approved on December 10, 2003. Since approval, each DOJ component developed a performance management program description that was consistent with DOJ's OPM-approved system description and the new performance management human resources order. DOJ has taken important steps to establish a results-oriented, performance-based culture by implementing new performance work plans (PWP) for all of its executives, managers, and non-bargaining unit employees. The PWPs are strategically aligned and they cascade from DOJ senior leadership to front-line employees. Putting the PWPs in place was an essential step towards moving to a results-oriented performance-based culture.

- **Disseminated guidance to managers on a results-based performance management system. (2002 HC Plan Objective)**

To ensure that all DOJ managers received comprehensive technical guidance on how to develop strategically aligned, cascading performance work plans, the human resources policy staff had many workshops with our human resources staffs from all of the components. They were given detailed guidance on how to develop the PWPs. Additionally, they were given a resource pamphlet “Goal Setting for Results” to use as a guide. In March 2004, the Deputy Attorney General sent a memorandum to heads of Department components regarding efforts to meet PMA requirements. The memorandum conveyed the expectation that components will ensure their performance plans will include at least three levels, with one level above “pass,” to permit meaningful distinctions in performance. Each component’s human resources staff participated in hands-on instructional sessions to assist them in training managers on how to write cascading PWPs.

DOJ has stressed the need to incorporate measures in the PWPs, including deadlines to achieve, products to deliver, and when possible, outcomes based on organizational indicators. Moreover, customer satisfaction measures are encouraged, including the use of customer surveys and focus groups as appropriate. For example, JMD recently completed an extensive customer service measurement project that has been used in making changes to processes and addressing performance.

- **Oversaw the DOJ-wide implementation of cascading work plans for all non-bargaining unit employees, and initiated and supported DOJ-wide implementation of cascading work plans for bargaining unit employees, requiring components to report on their efforts in bargaining unit implementation. (2004 HC Plan Objective)**

To ensure the timely implementation of the performance work plans for non-SES employees, on November 9, 2004, the Attorney General issued a memorandum to the heads of Department components. He thanked them for their efforts in support of the PMA. In addition, he tasked them with the responsibility to implement new individual PWPs that cascade from established SES and manager PWPs for all non-bargaining unit general schedule and wage grade employees by December 30, 2004. By January 7, 2005, heads of components sent certifications to the Attorney General that the new PWPs were in place. Currently, 65 percent of DOJ employees are on cascading performance work plans. In a January 27, 2005, memorandum, the Director, Human Resources, requested a progress report from the component human resources officers on the status of the labor management interactions. Some negotiations are still underway.

- **Developed plans for how performance system would work in flexible pay systems. (2002 HC Plan Objective)**

In July 2003, DOJ launched a Business Case Committee that evaluated the need for personnel system flexibilities for the Department. Representatives from seven components participated. The committee conducted an extensive document review and

interviewed senior DOJ component program managers and officials at OPM and at agencies that have run demonstration projects or received waivers from various sections of Title 5. The committee also developed a web-based survey for DOJ executive officers and human resources directors, which achieved a 100 percent response rate. In December 2003, the committee completed a report with its findings and recommendations including a business case for DOJ seeking personnel flexibilities (waivers from Title 5), and a draft legislative proposal that would permit the recommended changes.

Since the work of the committee concluded, DOJ has further positioned itself to move to a pay-for-performance system. The new SES pay policy is a forerunner of the Working for America Act. DOJ is using its accountability system to track the effectiveness of its performance management systems and awards programs. DOJ strengthened the interrelationships among PWPs to ensure alignment, and required meaningful distinctions in performance by implementing a new performance appraisal policy that does not allow pass-fail ratings. In addition, DOJ is piloting new ways of using incentive awards (variable pay) to prepare for a performance-based pay system.

- **Issued awards order ensuring that Departmental awards are tied to strategic agency and organizational goals. (2002 HC Plan Objective)**

On December 10, 2003, the Assistant Attorney General for Administration announced a Department-wide performance awards administration policy, which mandated that components align employee performance management and award systems to achieve the Department's strategic goals.

DOJ designed a new, unified performance management system in response to the President's mandate that agencies focus on achieving strategic goals and aligning their performance and award systems. The awards program is tied to DOJ's strategic organizational goals, which are communicated to employees through the performance management program. The revised human resources order for agency awards and quality step increases for general schedule and prevailing rate employees was issued on September 23, 2004.

On January 19th and February 10th, 2005, the Director of Human Resources issued memoranda to bureau human resources officers, providing implementation guidance on the expenditure of funds for performance-based awards. DOJ acknowledges the importance of recognizing those employees who perform in an exemplary manner and, in so doing, make significant contributions to the efficiency and effectiveness of Government operations. Employee recognition and award decisions should provide incentives; demonstrate a direct relationship between organizational goal attainment or results and performance recognition. Each component developed a performance awards implementation plan that outlined the steps to adhere to the policy memo issued on December 10, 2003, the human resources order on awards, which was issued on September 23, 2004, and the implementation guidance memorandum of January 19, 2005. Based on guidance evolving from the 2005 certification of DOJ's SES performance management system, executives and supervisors jointly developed SES PWPs that reflect the mission alignment.

The new awards administration policies were developed by each component. The new policies must be implemented after the close of the current performance appraisal rating cycle. The policies must define criteria for providing awards. As an example, the Environment and Natural Resources Division requires a setting aside of a pro rata share of the award pool based on the population of the sections. Then additional funds are added to the pool based on the rating received by the overall organization for meeting the strategic goals. If the organization is rated as “outstanding,” that reflects the exemplary level and significance of their contributions to the mission. This will result in a larger pool of monies to be divided among those employees. Employees who achieved the highest possible performance rating will get a larger amount than those who received a “successful” rating. Consequently, employees who receive a less than successful rating will not receive an award. We expect the results of this new policy to result in rewards for performance and contribution to the attainment of organizational goals, as opposed to longevity or other subjective criteria.

The Federal Bureau of Prisons (BOP) is taking a different approach to aligning their employee performance management and award systems to achieve the Department’s strategic goals. With a staff of over 35,000 employees, they ensure the integrity and effective management of their program by using a decentralized approach, involving three levels: Headquarters, Regions, and Institutions. Management staff at each of those levels will be provided a portion of BOP’s incentive awards budget for the recognition of staff based on exceptional performance and results criteria. This is particularly important at the institution level in which the majority of critical work related to its mission is performed by “line staff”. Employee recognition is extremely important to maintain morale and encourage high levels of achievement. However, this can also have a negative impact on staff if it appears that awards are made indiscriminately without a clear connection to the overall mission of BOP. For this reason and based on the sheer size of BOP, decentralized management of the award budget is the best way to ensure employee recognition at all levels, particularly the line staff level. Management staff at each level (Assistant Directors at Central Office, Regional Directors, and Institution Wardens) have been delegated the responsibility for overseeing the operation of the awards program under their areas of responsibility. Distribution of the awards budget is based upon each region’s performance as it relates to Bureau performance indicators and criteria, e.g., accreditation, internal audits, use of treatment programs, profile reports, the use of regional resources, and inmate employment rates in Federal Prison Industries. Each region in turn provides a portion of the funding to each Warden based on his or her contributions to the region. Awards are then distributed to employees based on performance criteria. The highest performers, who produce results and advance the DOJ and BOP goals, receive awards from this distribution. The recipients’ performance ratings must be “excellent” or “outstanding.”



fourth critical element for non-career executives. The Department based all pay adjustments for SES members on their performance relative to these elements, taking into account such factors as: 1) results achieved in accordance with the DOJ Strategic Plan for fiscal years 2003-2008, the PMA goals, the Attorney General's and organization's goals; 2) results achieved in accordance with the Government Performance and Results Act of 1993; 3) client satisfaction; 4) the effectiveness, productivity, and performance quality of the employees for whom the senior executive is responsible; and 5) meeting affirmative action, equal employment opportunity, and diversity goals and complying with the merit system principles set forth under 5 USC 2301.

DOJ chose a fiscal year appraisal cycle for SES members, which provides multiple benefits for the Department and the SES including: 1) improved alignment of organizational results with SES performance appraisals; 2) improved alignment with OPM's certification process; 3) stronger application of the "total compensation" concept (with this change, both salary adjustment and bonus decisions will be made at the same time); 4) alignment with the general schedule cycle for annual cost of living adjustment increase; and 5) accelerated bonus process (although salary adjustments will occur in January, SES bonuses will likely be paid in December following the Senior Executive Resources Board (SERB) decisions).

- **Coordinated SES PWP training for components in March 2005.**

To ensure that the PWPs across all components of the Department show clear alignment and good measures of results, the Human Resources Director hosted OPM-led special training sessions that focused on: 1) the importance of the performance cycle; 2) linking the PWP to the PMA and the Department's strategic plan; 3) core elements of PWPs (alignment, consultation, results, balance, and accountability); and 4) tools for use back at the worksite, i.e., web links, sample plans, tip sheets, and examples of performance standards.

## **Tangible Impact on the Department**

- **Establishment of a foundation to create a results-oriented performance culture.**

Designing and implementing a unified performance management program and awards policies that differentiate between high and low performance and that link to the mission and strategic goals of the organization is the first step towards creating a results-oriented performance culture. DOJ will benefit from its accomplishments of the past two years as the Government moves towards pay systems that reward employee achievement in support of organizational goals. Work that was accomplished by the Business Case Committee will prepare the Department if it adopts a new personnel system such as those under development at the Departments of Defense and Homeland Security. A more immediate benefit from the work achieved in transforming its performance and awards policies is that the Department is now able to make easily defensible organizational performance assessments based on mission accomplishment. As the level of attainment of strategic goals is determined, the distribution of awards is easier to discern. These

changes are resulting in top performers being appropriately recognized for their input in meeting the strategic goals of their organization.

Efforts in this area demonstrate DOJ's senior leadership commitment to a results-oriented performance culture. The workforce is starting to see that performance does matter as evidenced by FHCS results moving in a more positive direction when comparing 2002 and 2004 results.

The first phase of the transition to a performance-based management plan was a success. The Department made meaningful distinctions in the performance of its SES managers. Approximately 62 percent were rated outstanding, 32 percent were rated excellent, and 6 percent were rated successful. Also, approximately 17 percent of our executives' salaries increased above Executive Level III (a relatively low percentage as compared to other federal departments). As a result of demonstrated success in the special SES performance cycle that ended December 17, 2004, OMB/OPM awarded 2005 SES provisional certification to the Department on June 13, 2005. The meaningful distinctions exhibited in 2004 performance appraisals reflected significant differences in comparison to the 2003 SES performance ratings, which were 85 percent outstanding, 14 percent excellent, and one percent fully successful. Top management involvement and focus to reach Presidential goals, linking results to executive accomplishments that reflect a cascade from the Attorney General through the Department, impacted the distribution of performance ratings and resulting pay adjustments.

### **Next Actions: Performance Measures, Tasks & Due Dates**

- Launch series of Labor Relations (LR) training sessions for managers and supervisors. (PTB III – 9/05)
- Integrate performance and awards data into DOJ's automated accountability system. (PTB III – 9/05)
- Assess performance management system using OPM evaluation tools and create action plan to ensure all required elements are reflected. (PTB III – 9/05)
- Conduct training on Employee Relations (ER) and LR issues for ER/LR Specialists and other technical representatives to enhance cooperation, reduce disputes, and contribute to improved performance and results. (PTB III – 12/05)
- Develop training on performance management competencies for managers. (PTB III – 12/05)
- Implement action plans for performance management. Provide instructions and guidance to fine-tune the performance management system, in particular, individual performance work plans. (PTB III – 12/05)
- Pilot an automated SES Performance Management System. (PTB III – 3/06)

- Evaluate the impact of the new awards program. (PTB III – 3/06)
- Implement OPM's performance management training model, including dealing with poor performers. (PTB III – 6/06)

Second Green Standard for Success: Reduced under-representation, particularly in mission-critical occupations and leadership ranks; established processes to sustain diversity.

## **Key Objectives and Accomplishments**

- **Identified opportunities for outreach; supported the development of an inclusive organizational culture (attorney diversity). (2002 HC Plan Objective)**

In February 2003, the Department launched a special diversity program for the attorney occupation, one of the Department's core, mission-critical occupations. The major elements of this program have been implemented, and are now an ongoing part of attorney recruitment and management within DOJ. Aspects of this program include aggressive and focused outreach to educate law students and young lawyers about a career in the Department. Last year, the Office of Attorney Recruitment and Management visited 23 job fairs and 30 law schools. Another element of the program is use of the Student Loan Repayment Program. DOJ is cited as the third largest user of this authority as a recruitment and retention incentive, and has been cited as a Best Practice by GAO. In FY 2004, the Department made 331 repayments totaling approximately \$1.9 million, with the majority of payments made on behalf of attorneys, special agents, and intelligence analysts, which are mission-critical occupations. Initiation of a mentoring program for all new attorneys and establishment of an SES Candidate Development Program have also been effective. The program has been very successful in meeting its goals and in promoting a more diverse attorney population. Since 2003, under-representation in the attorney workforce has decreased by .5 percent and minority representation in DOJ's attorney workforce is much higher than in the civilian labor force.

- **Analyzed under-representation in key occupations and developed targeted recruitment plans. (2004 HC Plan Objective)**

DOJ analyzed 15 mission-critical occupations by race, national origin, and gender to assess under-representation in major occupations, by DOJ component. Findings were used to develop DOJ's targeted recruitment plan for FY 2005. Analyses showed the components that were statistically more successful in diversity outreach. The data are being used to analyze the effectiveness of recruitment strategies to address under-representation and incorporate results into future recruitment strategies for mission-critical occupations.

The Department of Justice is committed to reducing under-representation, particularly in mission-critical occupations and leadership ranks, and has established the following processes to sustain diversity:

- 1) Identifying and building relationships with professional organizations, colleges and universities, outplacement organizations, and other groups to enhance recruitment of diverse and highly skilled individuals;

- 2) Attending targeted career fairs and college events identified in an annual schedule developed by the DOJ Equal Employment Opportunity Office;
- 3) Publishing advertisements in magazines and journals such as the National Association of Colleges and Employers and the Diversity Report issue of Job Postings;
- 4) Maintaining memberships in various private and public recruitment organizations to gain knowledge of external recruitment fairs, best practices and strategies;
- 5) Running television and radio spots;
- 6) Disseminating a new DOJ recruitment brochure for events, fairs, colleges, and universities that contains information on DOJ's mission, components, occupations, student programs, federal benefits, and pertinent web site addresses;
- 7) Using a DOJ recruitment manual that enables recruiters from individual components to recruit DOJ-wide;
- 8) Posting a web site with student information ([www.usdoj.gov/careers](http://www.usdoj.gov/careers)); and
- 9) Conducting a semiannual series of recruiter training sessions where EEO and HR recruiters share common practices and establish goals for ensuring full representation at minority sponsored recruitment fairs. The first session was conducted in May 2005 and the next training session is scheduled for November 2005. The sessions enable the components to share best practices in diversity recruitment.

The Department will lead a separate workgroup focused on sharing best practices in recruiting diverse law enforcement personnel. Law enforcement components of the Department are extremely active in diversity recruitment. The FBI alone attended 719 diversity related recruitment events in the last year. DEA special agent recruiters attended 128 career fairs and published 39 separate job advertisements.

- **Ensured significant progress and demonstrated continued improvement in addressing under-representation in key occupations and leadership ranks via accountability system. (2004 HC Plan Objective)**

The reporting of under-representation of minorities in mission-critical occupations has been enhanced and expanded on the CLC metrics dashboard (DOJ's automated accountability system), and can now allow comparisons of race and national origin statistics across DOJ. DOJ is generating quarterly reports on under-representation in mission-critical occupations and data from CLC was used to develop the statistics and analyses below.

## Tangible Impact on the Department

- **DOJ is building a more diverse workforce to better accomplish its mission and meet future challenges.**

Using DOJ's data from the recently published CLC Metrics site, we have examined the extent to which diversity is being sustained and improved in DOJ from 2003 to the present. The analysis focused on three key areas: representation overall, representation by component, and representation by mission-critical occupation.

Representation Overall: From FY 2003 to the end of the 2<sup>nd</sup> Quarter of FY 2005, DOJ experienced a small improvement in representation. During this time, there was an overall improvement of .09 percent in non-minority employees. For the Asian/Pacific Islanders, representation increased from 2.39 percent to 2.50 percent, or a .11 percent increase. For Hispanics, representation increased from 9.43 percent to 9.72 percent, or a .29 percent increase.

Representation by Component: Four of the Department's larger components demonstrated strong results in addressing under-representation. At the close of the 2<sup>nd</sup> Quarter of FY 2005, the Executive Office of Immigration Review had a minority representation of 51.69 percent, Office of Justice Programs had minority representation of 48.46 percent, JMD had a minority representation of 48.38 percent, and the Federal Bureau of Prisons had minority representation of 35.91 percent.

Other components were successful in recruitment of specific under-represented groups. For example, EOUSA had 10.08 percent Hispanic employees and 15.63 percent African-American employees. The Drug Enforcement Administration had 10.06 percent Hispanic employees and 14.21 percent African-American employees.

Representation by Mission-Critical Occupation: In considering mission-critical occupations, there was a wide divergence within the Department on addressing under-representation. As of the close of March 2005, the occupation with the greatest proportion of minority employees was the GS-0201, Human Resources series, with 43.71 percent minority employees. In addition, this series has shown improved representation since 2003, with an increase of 1.65 percent since that year. At the other end of the spectrum, the GS-0905 attorney series had 17.16 percent minority representation, although this is a .5 percent increase since 2003.

Other occupations showing strong minority representation include the GS-0007 series "Correctional Officer" with 39.41 percent minority employees. The GS-0301 series, "Miscellaneous Administration and Program" with 37.67 percent, the GS-0343 series, Management and Program Analysis, with 36.57 percent, and the Social Sciences series, with 35.34 percent, show fairly strong minority representation that, overall, has been improving gradually since 2003.

- **DOJ is mentoring attorneys.**

In 2003, the DOJ implemented the Attorney Mentoring Program. While the program's roots can be traced to the Department's 2003 Diversity Initiative, the program was designed to benefit all attorneys and to support new attorneys' professional development in the first year of employment. The program's core elements provide a consistency across DOJ while allowing enough flexibility for components' needs to be met. One of the core elements is system support. To meet this element, DOJ provides mentor training, resource materials, visible leadership support, and administrative program support, and the role of the mentor is acknowledged in the mentor's annual performance evaluation. The results have been very positive. Each year, the program has been expanded. Attorneys going through the program are surveyed. This year, 93 percent responded, "Yes, my mentor made me feel comfortable asking questions about anything". DOJ is exploring ways to measure the impact of the Student Loan Repayment Program and the mentoring program on recruitment and retention.

### **Next Actions: Performance Measures, Tasks & Due Dates**

- Facilitate the sharing of component best practices in targeted recruitment. (PTB III – 3/06)
- Assess the effectiveness of recruitment strategies to address under-representation and incorporate results into future strategies for major DOJ occupations. (9/06)

## HC Goal V: Talent

Summary: Agency has closed most mission-critical skills, knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all.

First Green Standard for Success: Meets targets for closing competency gaps in mission-critical occupations, and integrates appropriate competitive sourcing and E-Gov solutions into gap closure strategy.

### Key Objectives and Accomplishments

- **Identified skill gaps caused by attrition or pending retirements and identified future skill needs and developed plans to address. (2002 HC Plan Objective)**

The new workforce planning model forecasts expected separations for each DOJ component, by job series, so that skill gaps can be identified and addressed. To further identify the skill needs of its workforce, DOJ deployed a web-based skills gap survey to all DOJ components from March through July 2004. Competency lists, drawn from OPM's HR Manager, were developed for each of DOJ's 298 active job series and were vetted within the Department by HR officials and focus groups. Survey implementation resulted in nearly 9,000 survey responses from approximately 13,900 DOJ supervisors and managers (a 65 percent response rate).

During the 1<sup>st</sup> Quarter of FY 2005, DOJ led components in analyzing workforce and skills gap data for each of their core job series. Components then developed job series succession plans that included replenishment strategies for employees and leadership, and plans for skill gap closure.

- **Implementing JUVU. (2004 HC Plan Objective)**

The Department has fully deployed the classified portion of Justice Virtual University (JUVU) for the FBI, and demonstrated skill gap closures for FBI employees. FBI employees have completed over 29,000 courses on the classified portion of JUVU, closing skills gaps in mission-critical and core occupations. The Intranet portion of JUVU, which will be used by all other Department employees, is in the testing phase with planned deployment in September 2005. Personnel data from the Department's personnel/payroll provider, commercial off-the-shelf (COTS) courseware, and performance tools have been integrated into the Learning Management System (LMS) via a new configuration of FBI's Meridian system on a server designated for JUVU. DOJ conducted three training sessions on JUVU for Department HR managers and staff to describe the purpose and benefits of JUVU, discuss the skills gaps identified in the Department's workforce analysis and succession plans, present the cross-walks of skills gaps to COTS courseware, and give demonstrations by COTS vendors. The components developed job action plans for skills gap closure in mission-critical occupations.



- **Evaluate the closure of skill gaps in mission-critical occupations through JVU and DOJ training center courses pre-and post-testing. (2004 HC Plan Objective)**

DOJ competencies are cross-walked to over 4,000 COTS courses provided by SkillSoft, NetG, Karta, and Harvard Business School. Ongoing curriculum development will ensure continuing closure of skills gaps throughout the Department in order to ensure effective job performance in mission-critical and core occupations. Tracking mechanisms, including pre- and post-test scores for each course, and metrics to determine closure of skills gaps, are a functional part of JVU to ensure Human Capital goals are met. JVU will go live in September 2005, and will be immediately put into use to close the skill gaps in IT Security. In developing job action plans for skills gap closure, components also used alternatives to JVU, including the National Advocacy Center, the FBI Academy, and the Federal Law Enforcement Training Center (FLETC).

- **Developed plans to close skill gaps in the Information Technology workforce. (2004 HC Plan Objective)**

The Department participated in OPM's IT Human Capital Workforce Capability Assessment. Taken in conjunction with DOJ's 2004 skills gap analysis, DOJ has identified four skills gaps within the Department: IT Project Management, IT Security, Enterprise Architecture, and Solutions Architecture. The Department's plan to mitigate these skills gaps focuses on a three-pronged approach. DOJ will employ the use of coursework (both e-learning and traditional classroom-based instruction), and on-the-job training opportunities, and will promote the use of current hiring flexibilities granted by OPM. JVU will function as the backbone of the mitigation plan. DOJ has identified over 2,500 courses pertaining to our IT skills gaps that feature pre- and post-course testing and will work with management to integrate them into the Individual Development Plans of the IT workforce. The Department will further promote the use of traditional classroom environments such as the USDA Graduate School and the CIO University. Where applicable, managers will be encouraged to use on-the-job training programs such as position rotation, position cross training, and details. In terms of closing skill gaps in the IT workforce through recruitment strategies, the Department will focus on using flexibilities such as CyberCorps, the Federal Career Intern Program, Veteran's appointment authorities, and excepted service appointments.

DOJ hosted an all day workshop presented by the National Institute of Standards and Technology (NIST) on August 23, 2005, to discuss training and coursework mapping for IT Security and Program Management personnel. The Department of Defense also attended and presented the course mapping it has already completed as a starting point for what may be applicable for DOJ. The component training officers were on hand as well as the courseware vendors from JVU to ensure access to the courses required to close identified skill gaps. Human Resources staff has begun developing the policy and implementation plan, in conjunction with the Office of the Chief Information Officer, for the Information Technology Exchange Program.

- **Developed plans to close skills gaps in the Human Resources workforce. (2004 HC Plan Objective)**

Since June 2005, DOJ has been an active participant in the Human Resources Fellows Program Consortium chaired by the Chief Human Capital Officer of the Department of Energy. The purpose of the consortium is to establish a pipeline of talented individuals who already possess, and seek to enhance, the prerequisite HR competencies to meet current and future human capital management challenges. During the July 2005 meeting, the consortium reviewed the competencies in the HR core domain, leadership domain, management domain, consulting domain, and specialized experience domain of the Human Capital Knowledge and Learning Framework (HCKLF). During the first meeting of the eTraining Advisory Council (eTRAC) in August 2005, DOJ suggested that a Government-wide need is for the development of customized computer-based training on specific competencies in the areas such as the ones listed in the HCKLF specialized expertise domain, including Classification, Compensation, EEO, Employee Benefits, Performance Management, and Recruitment and Placement. This suggestion received strong support from the eTRAC. While specialized courseware is not available at this time, components are developing plans to close HR competency gaps by using JVVU, the USDA Graduate School, developmental assignments, coaching, and mentoring.

- **Developing plans to close skills gaps in the Procurement workforce.**

DOJ has been working on developing courses from the Defense Acquisition Agency to close skills gaps in the Procurement workforce, and to fulfill continuing education requirements. The first meeting of the Department of Justice Procurement Advisory Council, chaired by the Assistant Attorney General for Administration (AAG/A), was held on August 17, 2005. The first half of the meeting was devoted to HC issues. A member of the Personnel Staff provided information on the new direct hire authority for certain acquisition positions and provided information on recruitment, relocation, and retention incentive authorities. A workgroup was formed to study HC issues, including recruitment, retention, development, and skills gap issues in the acquisition workforce in DOJ. FBI, ATF, and BOP will lead the effort with the assistance of the HR staff.

- **Developing plans to close language skills gaps.**

In February 2005, the Office of the Under Secretary of Defense published a white paper, the "Call to Action for National Foreign Language Capabilities," the result of a National Language Conference. The FBI, the largest user of language capabilities in the Department, participated in the conference and the development of the white paper. Since that time, DOJ has been represented in a working group chaired by the Under Secretary of Defense for Personnel and Readiness and the Director General of the Department of the Foreign Service working to resolve the national language crisis. FBI's principal language needs are for Russian, Spanish, Vietnamese, Hebrew, Arabic, Chinese, Farsi, Japanese, and Korean. FBI has launched an aggressive campaign to recruit employees as Language Specialists (FBI employees), and Contract Linguists and Contract Language Monitors (FBI Contractors). In addition, applicants with targeted language capabilities are given preference in applying for positions as FBI agents.

- **Top leadership are actively involved in educating management on how worklife measures contribute to organizational success. (2002 HC Plan Objective)**

Due to the geographic diversity of DOJ offices nationwide and the difficulty experienced in adjusting supervisory schedules to attend on-site telework training, the Department has implemented an innovative online training program. This training provides detailed guidance on administering telework arrangements and other flexible work options, including practical tips to address “real life” situations. By employing a user-friendly format and easy navigation, the *Decision Tool Kit*, located on the “For Managers” page on the DOJ Worklife Web Site: [www.usdoj.gov/jmd/ps/worklife.html](http://www.usdoj.gov/jmd/ps/worklife.html), helps DOJ managers generate options and make informed decisions. It answers fundamental questions about flexible work options and how they can best be implemented in response to DOJ’s organizational demands and employees’ needs. The *Decision Tool Kit* is an interactive, multimedia communications package that includes video scenarios. The new page is being marketed via email to all DOJ managers nationwide and through “splash screens” in DOJ organizations using this technology.

DOJ’s Worklife Program is managed by JMD’s Personnel Staff. The Personnel Staff’s Department Worklife Program Manager develops and implements worklife policies and new programs as well as oversees existing DOJ worklife initiatives on a Department-wide level.

In addition to the web-based training program geared to DOJ managers, several initiatives have been undertaken, at the agency and component levels, to demonstrate senior management support for worklife and, specifically, telework. On June 30, 2004, the Assistant Attorney General for Administration disseminated a message to DOJ’s senior management officials promoting use of the Department’s telework program.

In response to the Assistant Attorney General’s memorandum and other Department communications supporting expansion of telework, several Department components are broadening use of telework through more specific policies and pilot programs:

- The Environment and Natural Resources Division (ENRD) initiated a 3-year pilot program to provide eligible attorneys the opportunity to work from home one day per week. The Division announced the policy via a daily “splash screen” to ensure that all employees received the notice. ENRD continues to accept requests for situational telecommuting from all staff to accommodate emergency situations.
- The U.S. Trustees Program implemented a 10-month telework pilot project that is effective through December 2005, in several regions throughout the country. All staff categories are represented within the pilot project and criteria were established to clearly define management and employee participation requirements.
- DEA implemented its telework program in December 2004, and continues to add new participants. The diversity of DEA occupations represented within the telework initiative is noteworthy. DEA is beginning to include non-traditional telework occupations such as chemists and intelligence research specialists, positions that were

initially restricted from participating. In addition, DEA has added two more alternative DEA-designated work sites within the D.C. metropolitan area. The DEA now has a total of five designated-DEA work sites which include: Dulles, Virginia; Largo, Maryland; Baltimore, Maryland; Quantico, Virginia; and Washington, D.C.

- The Office of Justice Programs has undertaken several initiatives to promote expanded use of telework, to include: three-hour telework training sessions for all interested employees, mandatory three-hour training sessions for all management personnel, a mandatory training on the newly negotiated agreement with the OJP union with emphasis on the portion that pertains to telework, and expanded IT training on remote work and how to access the remote server. The IT training is ongoing and conducted at regular intervals. Interest in telework among OJP staff continues to grow and 20 applications were recently approved.

Another important element in emphasizing management support for telework and the importance of continued expansion lies in measuring success. The Department continues to pursue a broad-based solution for tracking telework activity through our payroll provider, the National Finance Center (NFC). NFC has elected to implement telework tracking codes in the deployment of its new *Star Web* system. As of June 30, 2005, DOJ has deployed NFC's new *Star Web* system to 76 percent of the Department's users. DOJ anticipates that all Department components will be using *Star Web* by early 2006. DOJ conducted intensive training to ensure that all components are prepared to properly enter telework data into the system, thereby positioning the Department to report telework participation levels in a timely and accurate manner. In addition, this innovation will enable the Department to report valid and reliable data to OPM regarding telework participation, once the *Star Web* system is deployed throughout the Department.

## **Tangible Impact on the Department**

- **The skills assessment provided guidance in establishing JVU, which in turn is being used as the foundation for closing DOJ's workforce skill gaps.**

The results of DOJ's first Department-wide employee skills assessment guided the development and course offerings of the new JVU. JVU allows supervisors and employees to assess skill levels before and after training and demonstrate the closure of skill gaps. For the first time at DOJ, component succession plans are drawn from workforce analyses based upon a workforce planning model. Components used a Succession Planning Toolbox to mitigate skill gaps through training, recruitment, and retention intervention strategies.

- **FBI is closing gaps in language skills.**

FBI's Languages Services Section targets the language skills needed to support its law enforcement and counterterrorism missions. These gaps are filled in three ways: by training the existing workforce in languages, by recruiting special agent linguists and language specialists with critical languages skills, and by hiring contract linguists and contract language monitors with critical targeted language skills. The contract linguists

serve as a recruitment pool for the linguists, who are permanent FBI employees. Language skills are tested through a series of foreign language test batteries, which address listening and reading proficiencies in both the foreign language and in English. Languages targeted are increasingly exotic, and applicants are sometimes heritage speakers, who may not have been formally schooled in the language. During FY 2005, 15 Special Agents improved speaking proficiencies in Arabic, one improved proficiency in French, three improved proficiency in German, two improved proficiency in Indonesian, four improved in Chinese Mandarin, four improved in Russian, and 15 improved in Spanish. FBI has developed a recruitment brochure to target linguists, addressing Russian, Spanish, Vietnamese, Hebrew, Arabic, Chinese, Farsi, Japanese, and Korean speakers. Applicants for Special Agent positions with targeted language skills are given priority in the hiring process. Currently, FBI has 1,159 Special Agents with language skills at the 3+ and above level on a 5 point scale. In FY 2002, FBI hired 39 agents with language skills. This number increased to 72 in 2003, and 131 in 2004. In FY 2005, FBI hired 104 Special Agents with language skills, meeting 95 percent of its goal. Since September 11, 2001, the FBI has recruited and processed more than 70,000 translator applications, resulting in a net gain of 554 new contract linguists and 27 new Language Analysts. FBI has increased its overall number of linguists by 79 percent, with the number of linguists in certain high priority languages increasing by 200 percent or more. Since 2001, fluency in key languages has grown significantly, as shown on the chart below.

Language	Percent Increase in Proficiency
Somali	1300%
Pashto	800%
Turkish	700%
Urdu	317%
Hindi	250%

The FBI is in the process of implementing a Foreign Language Proficiency Pay Program to combat attrition, as there is a strong demand for these linguists from other government agencies and the private sector.

- **ATF conducts Level III evaluations to ensure courses are effective.**

ATF's Office of Training and Professional Development (TPD) began Level III evaluations of training programs in the latter part of FY 2002. Due to budgetary and resource constraints, the scope of the evaluation efforts is limited to high priority, high visibility programs. In general, evaluations utilize a mixed method approach that relies on quantitative (survey) and qualitative (written comments to open-ended questions) data to improve the validity, reliability, and usefulness of evaluation results. Where possible, data is obtained from both participants and their supervisors to corroborate survey responses.

To allow time for changes in job behavior to occur, the evaluation is conducted nine months or more after completion of training. The exception is with special agent training

as a larger population of survey respondents were desired for data reliability purposes; the time span of training covered in the evaluation is even greater, four years. For evaluations conducted during fiscal years 2002-2004, survey instruments were the primary means of gathering program data. For the highly complex training programs, a vendor was contracted to conduct the evaluations.

Starting in FY 2005, identified programs will also incorporate when possible, other forms of data for level III program reviews including: workplace interviews, observations, and database documentation of work performance.

Once training courses are evaluated, formal reports are prepared and provided to the TPD program office and TPD's Assistant Director and Deputy Assistant Director. Out-briefings are held with the TPD program office responsible for conducting the training, identifying those aspects of the program that are successful and those that have the opportunity for refinement and revision. All programs are expected to utilize the evaluation for program improvement.

In summary, all training programs had value and impacted employees' performance on the job. Respondents' comments validate the continuing need for interactive learning--they want more experiential learning via practical exercises, case studies, etc. In comparing the Level I and Level III customer satisfaction ratings, there tended to be a slight decrease, but it was still within the "satisfied" to "more-than-satisfied" range. The decrease appeared to be reflective of participants' frustration in their lack of opportunity to utilize the skills, rather than the actual training itself.

- **Office of Legal Education is closing gaps in legal skills.**

Attorney Staff: The Office of Legal Education (OLE) offers two basic trial advocacy courses, Criminal Trial Advocacy and Civil Trial Advocacy. Both courses provide for continuous feedback for judges and experienced Assistant United States Attorneys (AUSAs) in preparation for a mock trial, which is conducted at the end of the course and designed to provide the attorney an opportunity to apply the skills taught in the course. Attorneys receive feedback on pre-trial preparation, quality of argument, and delivery using the National Institute for Trial Advocacy's critique system. In 2006, OLE will begin a pilot program of skills training for all new civil attorneys at DOJ and U.S. Attorneys' Offices.

Through the pilot program, attorneys will be offered a block of four courses, each of which focuses on a particular part of practice: 1) a new Basic Civil Pretrial Practice course, which is a discovery and depositions course and includes hands-on practice exercises; 2) a new Motions practice course, which involves brief writing and oral argument; 3) the already existing intense Civil Trial Advocacy course, which gives specific trial practice training; and 4) Negotiations Seminar, which will also be a skills course involving practice settlement conferences conducted, in part, by Magistrate Judges. The training also includes an Advanced Civil Trial Practice course for experienced litigators to further enhance their trial competencies.

Legal Support Staff: In FY 2004, 196 paralegals successfully completed the Lexis Nexis Paralegal Certificate of Mastery through the Justice Television Network. The program required successful completion of formal tests for each of the five models presented, designed to demonstrate competency in conducting legal research using automated tools. The program has been repeated in 2005, with 55 participants. In addition, Westlaw in FY 2005 conducted a second certification program with 435 attendees.

OLE offered four paralegal courses that are scheduled for evaluation for college credit recommendation by the American Council of Education in September 2005. These four courses offer a formal evaluation of skills attainment through post course examination or evaluation of a writing or research assignment. 555 students attended these courses in FY 2004, and 377 attended in FY 2005.

Overall, over 10,000 people receive legal training at the National Advocacy Center. Experienced managers and prosecutors critique videos of presentations until there is evidence that skills have improved. All of the state bar licensing boards have approved OLE courses for continuing legal education credits, which are required by the boards to hone legal skills after law school. The NAC has also been accredited for CEU credits for accountants, investigators, and paralegals, and some support courses have been accredited for college credit.

Feedback from DOJ components underscores the impact of the training:

Comments from a U.S. Attorney:

*Please commend [instructor] for an excellent presentation to the Criminal AUSAs in my office with regard to presenting matters to the Grand Jury . . . Although the Criminal AUSAs in this office are relatively experienced, they found the presentation to be helpful and reminded them of important issues in this area.*

Comments from a Criminal Division Section Chief:

*[Participant] receives reports from individual trial attorneys and edits them as necessary for inclusion in the report. Training at the NAC has greatly increased her ability to perform this duty, in that the training has given her an understanding of the proceedings in the cases on which she reports.*

Comments from the Chief of the Civil Division's Appellate Section:

*The OLE-sponsored Appellate Advocacy Course is invaluable for attorneys who handle appeals on a full-time basis as well as for trial lawyers who handle their own cases on appeal. Federal Judges have criticized the quality of appellate advocacy provided by government counsel, and this course is a critical part of our response. This office sends two or three attorneys a year to the course, and virtually uniformly they come back feeling that the course, with its intensive moot courts, significantly improves their advocacy skills.*

Comments from the Chief of the Criminal Division's Appellate Section:

*I just witnessed a moot court yesterday by one of our junior attorneys, and her delivery was markedly better than the first moot court she did. In between the two moot courts, she attended the NAC's appellate advocacy class.*

Comments from the Criminal Division's most senior Section Chief:

*They might say that busy attorneys vote with their feet and if the reputation of these schools wasn't high, they wouldn't get the attendance that they do. Also, most new applicants are especially interested in the fact that we have such a formal training program, so I view it as a recruiting device.*

Comments from the ENRD Human Resources Office:

*The high number of enrollments year after year shows the desirability of OLE training – more of our nominees are waitlisted than selected . . . Our management would not continue to nominate new honor grads and lateral attorneys for OLE's two-week trial advocacy courses, nor would we send our legal assistants to South Carolina for week-long legal skills and paralegal training, if they were not effective or skill-building.*

Comments from a Director in the Commercial Litigation Branch:

*We regularly send new attorneys to the trial advocacy course held at the NAC. Our experience has consistently shown that it improves the performance of our attorneys as they conduct their first trials, leading to improved results . . . We have also found the trial advocacy course to be highly effective for lateral candidates, who may have witnessed trials, but usually have never been 'first chairs.' The value of this training was evident in a trial recently conducted by two of our attorneys who attended the trial advocacy course last year. Both were effective in their examination and the lead attorney was complimented by the judge on his presentation. In addition, we sent one of our attorneys, who was already a good writer, to an advanced legal writing course to sharpen his skills. As a result, his written product is even more persuasive, and his efficiency in producing high quality briefs has improved.*

Comments from the Director of Consumer Litigation:

*We have found that the OLE courses have enabled us to meet a demanding trial schedule by preparing our lawyers for the rigors of fast moving discovery and preliminary injunctions. In addition, we use the courses to sharpen the skills of our more experienced lawyers who can learn from what works in trial for other DOJ lawyers.*

**Information Technology:** In FY 2004, OLE conducted two training courses for instructor certification with 39 individuals being certified as instructors after a post-course evaluation of their technical knowledge and presentation skills. Two levels of automated litigation support (ALS) training have been offered in FY 2004 and FY 2005; training a total of 733 attorneys and legal support staff. At the end of the course, students complete an exercise to demonstrate proficiency in using ALS software.



EOUSA has also established an information technology intern program to provide recent college graduates with current knowledge of information technology applications. During the past 12 months, three additional interns were recruited, eight continue to receive training in system management and automated litigation support, and six were placed in continuing positions. Since its inception in 2001, 25 students have been placed in continuing positions throughout the component.

- **ATF utilized nontraditional human resources practices to help recruit, develop and retain a high-quality workforce for designated occupational groups.**

ATF currently has 274 employees participating in a Demonstration Project to test the effects of nontraditional human resources practices. ATF is better able to attract high quality new hires through competitive salaries and the use of recruitment and relocation bonuses (which may be offered to current Federal employees), and has made improvements utilizing the project objectives. ATF has implemented all of the major interventions and is beginning to realize positive impacts in furtherance of project objectives, including: increasing the quality of new hires (more than \$200,000 paid out in related bonuses since program inception in 2000); enhancing the ability to motivate and retain good performers through the pay-for-performance system and providing bonus incentives through the education; certification and licensure program; providing retention allowances; improving individual and organizational performance; and supporting EEO diversity goals.

For example, ATF was able to recruit a chemist from Treasury's Tax and Trade Bureau (TTB), who has the unique knowledge and skill necessary to provide scientific support to the alcohol and tobacco diversion program that was being transferred back to ATF from TTB. TTB offered her a significant bonus to remain, however, ATF was able to offer a competitive salary as well as a recruitment bonus. Failure to hire the candidate would have delayed the transfer of the scientific support for diversion from TTB.

- **Management support of worklife options assists in employee retention by making employment more attractive and family-friendly.**

Top management support of worklife options ensures the creation and continuation of attractive worklife options for DOJ employees. This flexibility is critical in competing for a talented workforce and retaining skilled employees. The use of telework will also assist DOJ in recruiting and retaining employees, and plays an essential role in preparing for the continuity of operations if Department offices become unavailable in the event of an emergency.

## **Next Actions: Performance Measures, Tasks & Due Dates**

- Implement new compensation flexibilities, monitor the use of flexibilities, and determine policy adjustment as necessary. (PTB III – 3/06)
- Track the closure of skill gaps through comparative analysis of Department-wide skills survey 2004 and 2006 results. (PTB III – 6/06)

- Revise plans to close skill gaps, as necessary, based on second Department-wide skills gap analysis completed in 2<sup>nd</sup> Quarter FY 2006. (PTB III – 6/06)
- Conduct assessment of HC staff against the CHCO-approved competencies model once model is finalized.

## Second Green Standard for Success: Is on track to meet its planned aggressive hiring timeline goals and hiring process improvements.

### Key Objectives and Accomplishments

- **Implemented tracking of hiring time across all components; established baseline information. (2004 HC Plan Objective)**

On October 4, 2004, JMD established a Department-wide working group to address hiring time, with representatives from each component. The work group discussed OPM's policy as it pertained to the different positions within the Department (competitive service, excepted service, and law enforcement) as well as establish how data was to be reported. HR staff developed a Microsoft Excel spreadsheet for components to use to report data while we worked with our automated recruiting service providers, Avue Technologies, QuickHire and USAStaffing. Data was collected for the 1<sup>st</sup> Quarter of FY 2005 on January 18, 2005, with all components responding, except for the DEA and FBI. The Department had 315 vacancies close during this period. Of the 315 vacancies, 210 certificates were issued to the managers and 85 tentative offer letters were issued.

- **Ensure significant progress and demonstrate continued improvement toward meeting agreed-upon aggressive hiring timeline goals, via tracking system. (2004 HC Plan Objective)**

Data for the 2<sup>nd</sup> Quarter of FY 2005 was received on April 7, 2005 with all components responding, except for the FBI. The Department had 1,200 vacancies close during the first two quarters of FY 2005 with an average of 27.8 days. Through cooperation with Avue Technologies, HR staff built a fully automated tracking system whereby components that use Avue (the DEA, JMD, and several of the litigating divisions) did not need to manually track the data. Furthermore, the automatic tracking system recorded the data pertinent to management so they could focus on interviews and their selections from a vacancy thereby speeding the process and ensuring the integrity of the data. We have been working with QuickHire and USAStaffing to develop similar systems.

Data for the 3<sup>rd</sup> Quarter of FY 2005 was received on July 1, 2005, with all components responding. The Department had 3,311 vacancies close in the period from the first three quarters of FY' 05 with a Department average of 41.3 days. The increase in overall average from the second to third quarters was expected due to the inclusion of attorney and law enforcement vacancy information, however the results still are within the 45-day hiring target.

DOJ components and JMD's Leadership Effectiveness Group are dedicated to ensuring the fill of top management positions is completed with precision. The 4<sup>th</sup> Quarter of FY 2005 is no exception, with the average time to fill an SES position taking just 32 days, (excluding all positions associated with the hiring freeze automatically imposed by OPM during a change of agency heads, as was the case in the transition from Attorney General Ashcroft to Attorney General Gonzalez). Executive personnel units again showed

superlative time management by completing the screen for minimum qualifications in fewer than 5 days after the closure of an announcement. Human Resources Specialists ensured Executive Resources Boards received referrals promptly, averaging 1 day, as compared to the OPM 5-day standard. Use of the DOJ model, where Executive Resources Boards review and generate a referral on the same day, allows DOJ to easily exceed the OPM model of 3 days for this process. The selecting officials are averaging only 4 days to make a selection, much better than the OPM model of 7 days. Preparation of executive core qualifications (ECQs) for QRB approval again consumes the majority of time, however, the average time decreased over the prior quarter from 19 days to 15 days. DOJ's strong, upfront emphasis on quality ECQs during the vacancy period accounts for this reduction. Further, OPM's effective management of the QRB approval process reduced the average time for approval from 11 days to approximately 8 days. DOJ continues to make significant progress reducing SES hiring time by following the OPM SES hiring model.

- **Facilitate the sharing of component best practices in reducing hiring time. (2004 HC Plan Objective)**

The Workforce Development Group (WDG), Personnel Staff, JMD, is going out to the components and meeting with them to discuss their current hiring practices and timelines. WDG is also meeting with the components (ATF, DEA, FBI, and the USMS) that recruit and hire law enforcement officers (LEOs) to discuss their processes. Each component has been delegated different hiring capabilities and authority from OPM and we are working with each to figure out how to track the data in a manner that is consistent with the 45-day hiring initiative. WDG is scheduling a roundtable with the components that recruit LEOs to discuss and share their respective authorities and delegations. From this discussion, WDG will develop a best-practices analysis and, if applicable, advocate on the components' behalf for the extension and/or broader application of delegated authorities and flexibilities.

WDG is developing hiring-time analyses by series and component. It will convene roundtable discussions for each of the Department's mission-critical occupations with those components that hire within the occupation and develop a hiring-time, best practices analysis.

- **Audit DEU. (2004 HC Plan Objective)**

During March 2004, the OPM conducted an audit of DOJ's human resources operations. The audit uncovered problems with VRA eligibility, a lack of documented procedures for excepted service positions, and a problem with the application of veteran's preference in the ATF pay demonstration project. OPM also recommended that DOJ establish a regular audit schedule. DOJ responded that these problems would be corrected.

The Workforce Development Group prepared a schedule of the components that will be audited in 2005 and notified the components. BOP and EOUSA, which have the authority to conduct their own audits, have supplied their audit schedules and results.

## **Tangible Impact on the Department**

- **A more streamlined hiring process has lead to a more effective employee recruitment and replenishment process while addressing the closure of the Department's skill gaps.**

Initial analysis of the data gathered in the first three quarters of FY 2005, indicates the Department's hiring processes are efficient and exceed the goals set by OPM. DOJ continues to streamline the overall hiring process, while specifically focusing on attorney and law enforcement vacancies, which have both been among the Department's positions where hiring-time is the longest. The Department is currently implementing e-QIP and e-clearance, which will close the time from the tentative offer letter to the entrance on duty date.

Streamlining the hiring process helps ensure that the Department fulfills its mission. Moreover, it allows management to both close attrition-based skill gaps in a timely fashion and augment the Department's changing needs more effectively.

The Department, pending both agent and FBI data, has had 3,311 vacancies close since the October 1, 2004 tracking date. The average time to close for these vacancies is 41 days. The breakdown is as follows:

- Minimum Qualifications/Selective Factors (HR): 1.1 days
- Rate Applications (HR): .5 days
- Apply Veteran's Preference/Rank Applicants/Issue List or Certificate (HR): 10.6 days
- Review Applications (Selecting Official): 22.3 days
- Schedule and Conduct Interviews (Selecting Official): 4.5 days
- Check References (Selecting Official): 1.8 days
- Make Selection(s)/Return List or Certificate (Selecting Official): .3 days
- Extend Tentative Job Offer (HR): .1 days

### **Best Practices:**

- EOUSA comprises almost 17 percent of DOJ vacancies and leads the Department with a 25 day average.
- ATR leads the Department's litigating divisions with a 28 day average.
- The USMS leads all law enforcement divisions with a 23 day average.
- The DEA leads all agent-hiring components by extending 1,734 agent tentative offers in an average of 15 days.

- JMD leads all components in its hiring time for the IT-related fields
- **DOJ has demonstrated accountability by addressing findings of OPM's audit report and implementing a schedule of regular audits.**

In July 2005, an OPM led audit of 40 ATF demonstration project cases showed that the majority of cases were corrected, and that the remaining errors were minor. These suggestions were procedural and were adopted.

Thirty erroneous VRA appointments were regularized, and variations have been and are being submitted to OPM for crediting de facto service.

In August 2005, the BOP Headquarters Office was audited. The team reviewed ten certificate files, including four objections, for BOP's nationwide open continuous register-based occupations: Correctional Officer, Medical Officer, Clinical Psychologist, Nurse Practitioner and Physician's Assistant. The team found no deficiencies with the certificate filed and/or objections. There was no activity during the reporting period for Associate Warden position, which uses case examining procedures. BOP's Central Office Employee Services Division (COESD) DEO was also audited. COESD announces and fills vacant positions locally for the headquarters office in Washington, D.C. COESD uses case examining DE procedures. The team reviewed ten certificate files and three objections and only noted minor discrepancies, which were corrected during the review.

### **Next Actions: Performance Measures, Tasks & Due Dates**

- In cooperation with OPM, implement hiring flexibility training. (PTB III – 9/05)
- Analyze the effectiveness of recruitment methods and revise methods based on results. Audit DEU. (PTB III – 12/05)
- Facilitate the sharing of component best practices in reducing hiring time. (PTB III – 3/06)
- Identify and continue to build relationships with professional organizations, colleges/universities, outplacement organizations, and other groups to enhance recruitment of employees with needed skills and to improve diversity. (PTB III – 3/06)

## HC Goal VI: Accountability

Summary: Agency human capital decisions are guided by a data-driven, results-oriented planning and accountability system.

Green Standard for Success: Periodically conducts accountability reviews with OPM participation, taking corrective action and improvement action based on findings and results, and providing annual report to agency leadership and OPM for review and approval.

### Key Objectives and Accomplishments

- **Established an Accountability Framework and modified existing accountability system to ensure inclusion of compliance measures.**

In June 2004, DOJ finalized its Accountability System framework that identified measures for all Human Capital drivers. OPM reviewed and provided positive feedback on the draft Accountability System matrices that were submitted to OPM and OMB for comment. In order for the HR measures to be viewed by senior leadership and to be used to support Human Capital decisions, DOJ partnered with the Corporate Leadership Council. DOJ is modifying the existing accountability system to ensure inclusion of compliance measures.

- **Developed and piloted the initial DOJ HR measures system (CLC Metrics) dashboard to fulfill accountability framework, including migrating data for tracking under-representation. (2004 HC Plan Objective)**

During FY 2003, DOJ funded and established participation in the Corporate Leadership Council's HR Measurement Laboratory. CLC Metrics provides: facilitated workshops to select key performance indicators to align HR with business strategy; a web-based workforce metrics dashboard with target setting and external benchmarking; customized analysis of performance; and reporting. To meet DOJ's information technology security requirements, CLC Metrics, which typically stages HR data in Australia, established a system to process data and produce the DOJ dashboard within the United States.

The DOJ CLC Metrics dashboard went into live production via the Internet on June 20, 2005. On June 9th, DOJ conducted the "System Test and Evaluation" portion of the system Certification and Accreditation (C&A). The completed C&A was signed on June 15, 2005.

- **Fully implement DOJ HR Measures system (CLC Metrics) dashboard to senior Department officials, integrating information about results into human capital, budget, and performance management decision-making. (2004 HC Plan Objective)**

Starting in the 2<sup>nd</sup> Quarter FY 2005, DOJ began generating performance measures for senior officials in the Budget Staff through CLC Metrics. An analysis of these measures is included as an appendix to this report. DOJ HR officials, including the Director, obtained access to the dashboard, via the Internet, on June 20, 2005.

## **Tangible Impact on the Department**

- **Human capital decisions are guided by outcome measures.**

The establishment of an automated accountability system ensures that human capital decisions are guided by outcome measures. The system informs senior leadership, budget and HR officials on workforce trends and issues and drives human capital improvement initiatives. FHCS results provide valuable feedback from the DOJ workforce, and help to shape future HC plans and activities.

The accountability framework enables DOJ to track specific HC issues and changes. Now that various measures are included on the CLC Metrics dashboard, the data are examined quarterly. DOJ uses measures on the dashboard and in other HR systems to make a variety of HC-related decisions. For example, workforce data from the Workforce Planning Model is used to develop succession strategies and guide SES candidate development program selection. Hiring time frame data is used to identify organizations with best practices and those that must alter their processes to shorten hiring times. Analysis of results from the last SES performance management cycle has been used to reexamine policy and make modifications for program certification.

- **DOJ has demonstrated accountability by addressing findings of OPM's audit report and implementing a schedule of regular audits.**

As stated earlier, DOJ has moved quickly to address the audit report findings and has taken steps to ensure that refinements in procedures are institutionalized.

- **Attorney Mentoring Program**

DOJ noticed that new attorneys were not staying with the Department of Justice. In order to recruit and retain these employees and to reap the benefits of the training investment, DOJ's response was to create the Attorney Mentoring Program (discussed earlier). The program is monitored so that it can be refined each year. The program's expansion and success is a direct result of responding to accountability measures.

## **Next Actions: Performance Measures, Tasks & Due Dates**

- Implement HC management scoring for DOJ's largest 18 components (covering more than 99 percent of DOJ employees). (PTB III – 9/05)



- Implement OPM's 2004 Accountability Review findings. (PTB III – 12/05)
- Survey leadership on the usefulness of the DOJ automated accountability system and incorporate results into system enhancements. (PTB III – 3/06)
- Develop the scope and format of an annual HC management and accountability report for Department leadership to be completed in November 2006. (PTB III – 6/06)

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